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Chapter I. NEW YORK HEADQUARTERS

Section A. Office of the Executive Director

The present section describes the current functions and organization of the Office of the Executive Director, which includes the Office of the Secretary of the Executive Board and the Office of Internal Audit. It also describes the composition and responsibilities of the various committees and meetings that have been established to enable the Office of the Executive Director to carry out its corporate management functions.

I. NEW YORK HEADQUARTERS

A. Office of the Executive Director

General functions and responsibilities

The Office of the Executive Director is responsible for the general direction of UNICEF operations under policy directives of the UNICEF Executive Board. In addition to the direction of the divisions and offices described below, the responsibilities of the Office of the Executive Director are:

(a) To review, plan, coordinate and direct the activities of UNICEF;

(b) To recommend to the Executive Board changes in, or development of, policies that appear to be required;

(c) To recommend to the Executive Board approval of programmes of cooperation and budgets, and report on activities;

(d) To maintain liaison and coordination with relevant organizations of the United Nations system;

(e) To maintain contact with delegations to the United Nations;

(f) To arrange for representation of UNICEF, where necessary, and briefing of representatives at conferences and meetings, except for those of a regional character, that are served by regional directors;

(g) To maintain high-level contact with government ministries in such areas as policy and fund-raising;

(h) To provide oversight and policy direction on the administration of UNICEF offices and staff, procurement and supply operations, the management of finances, public relations and information and visits and observations of field operations;

(i) To interpret and advocate, to all relevant bodies and publics, the objectives that UNICEF seeks to achieve;

(j) To oversee fund-raising and income-generating activities, as well as the expenditures of the organization, in conformity with Board policy.

The Office consists of the Executive Director, three Deputy Executive Directors (for Operations, Programmes and External Relations) and additional secretarial support. Functional responsibilities are as follows:

(a) The Deputy Executive Director, Operations, directs and coordinates the activities of the Operations Group, which includes the Division of Financial Management, the Division of Personnel, the Office of Administrative Management, the Supply Division and the Office of Information Resources Management. The Office of Internal Audit reports directly to the Executive Director, and, for administrative purposes, to the Deputy Executive Director, Operations. In these

areas, the Deputy Executive Director, Operations, maintains liaison with United Nations technical bodies and organizations. The Deputy Executive Director, Operations, also assists the Executive Director in matters related to UNICEF organizational effectiveness and efficiency and has primary responsibility for management of the support functions carried out by the organizational units described above. Towards that end, the Deputy Executive Director, Operations, among others, acts as convener of the Operations Group, and Chairman of the Director's meeting, which is composed of all headquarters' directors;

(b) The Deputy Executive Director, Programmes, directs and coordinates the activities of the Programme Group, which includes the Programme Division, the Evaluation and Research Office, the Planning and Coordination Office, the Office of Emergency Programmes, the Social Policy and Economic Analysis Office and the International Child Development Centre at Florence, Italy. The major responsibility of the Deputy Executive Director, Programmes, is to assist the Executive Director in developing programme policy and to oversee its implementation at global, regional and country levels. Liaison with United Nations specialized agencies and other technical organizations on programme matters is also the responsibility of the Deputy Executive Director, Programmes;

(c) The Deputy Executive Director, External Relations, directs and coordinates the activities of the External Relations Group, which includes the Programme Funding Office, the Division of Information, the Division of Public Affairs, Greeting Card and related Operations (GCO), the external relations function of the Geneva Office, the UNICEF offices at Tokyo and Sydney, relations with National Committees for UNICEF and non-governmental organizations and liaison with United Nations missions. The major responsibility of the Deputy Executive Director, External Relations, is to assist the Executive Director in developing UNICEF external relations policy, primarily with respect to programme advocacy and resource mobilization, and in overseeing its implementation. Towards that end, the Deputy Executive Director chairs the External Relations Committee, which is composed of the directors of the organizational units described above and of several other directors of the Programme and Operations Groups.

Each of the Deputy Executive Directors may organize such functional interdivisional management, information-sharing and/or planning groups, as well as special task-oriented working groups, as may be appropriate.

Committees and meetings

Various committees and meetings have been established to enable the Office of the Executive Director to carry out the above-mentioned corporate management functions. Their composition and responsibilities are as follows:

(a) Deputies' meeting. The Deputies' meeting includes the Executive Director, the Deputy Executive Directors, the Secretary of the Executive Board, the Special Adviser to the Executive Director, the Director of the Programme Division, the Counsellor to the Executive Director, the Executive Officer and any other individuals the Executive Director may wish to include. The group meets to identify and review policy issues of major concern to the organization, including both current management issues and long-term strategic planning, and

to assign actions that are deemed necessary. The Executive Officer provides secretariat support;

(b) Executive staff meeting. The headquarters executive staff (division directors and other senior staff), as well as the Chairman of the Global Staff Association, meet weekly, principally to discuss and communicate UNICEF policy and operational decisions. In addition, the meeting serves as a means of coordination and exchange of information among headquarters divisions. A resume of its deliberations is circulated to field offices. Regional directors and representatives visiting headquarters are invited to attend these meetings. The Executive Officer and Assistant Administrative Officer provide secretariat support;

(c) Directors' meeting. This meeting, which is held once a month, is chaired by the Deputy Executive Director, Operations, and includes all division directors. It is an action-oriented forum in which decisions on interdivisional issues are reached or recommendations for action made to the Executive Director and the Deputy Executive Directors. The Planning and Coordination Office provides secretariat support;

(d) Regional directors' meeting. Regional directors' meetings are held twice a year, normally at headquarters, to review major policy and implementation issues facing the organization globally and to make recommendations. Chaired by the Executive Director, the meeting includes all regional directors, the Deputy Executive Directors and such headquarters officers as may be appropriate. The meetings are organized by the Executive Officer and the Assistant Administrative Officer;

(e) Senior Staff Review Committee. Membership of the Committee includes the Executive Director (Chairman), the Deputy Executive Directors, the Special Adviser to the Executive Director and the Directors of the Division of Personnel and Programme Division. The Deputy Director, Division of Personnel, serves as secretary. Regional directors are invited to participate when they are in New York. The Committee meets monthly, or as called. It advises the Executive Director on appointments to representative posts and posts at the levels of D-1 and above. It also advises on the promotion, reassignment and contractual status of staff appointed to those posts;

(f) Finance Advisory Committee. The Committee is chaired by the Executive Director and includes the Deputy Executive Director, Operations, the Deputy Executive Director, Programmes, the Comptroller and the Directors of Supply Division and the Programme Funding Office. The Chief of the Finance Section serves as secretary. The Committee advises on the placement of funds and reviews such matters as cash flow, the selection of banks, currency restrictions and financial problem situations. It also draws on advice from outside the organization;

(g) Internal Audit Committee. The Committee is chaired by the Deputy Executive Director, Operations, and includes the Deputy Executive Directors for Programmes and External Relations, the Comptroller and the Director, Office of Internal Audit. The Committee reviews corporate issues as they arise from audit reports and follows up selectively on audit issues requiring senior management intervention. The Office of Internal Audit provides secretariat support;

(h) Budget Planning and Review Committee. The Committee, which is chaired by the Deputy Executive Director, Operations, or as alternate, the Comptroller, includes the Directors of Programme Division, the Division of Information, the Division of Public Affairs, the Division of Personnel, the Office of Administrative Management and the Planning and Coordination Office, as well as the Deputy Director of the Budget Section. Other staff members are invited as required. The Deputy Executive Directors for Programmes and External Relations are ex officio members. Regional directors and heads of offices participate in the Budget Planning and Review Committee meetings which take place in field offices to review biennial budget proposals. The Committee advises the Executive Director on budget policy and the allocation and reallocation of both financial and human resources. The Committee also reviews proposals for the acquisition of property. It is the focal point for the continuous, systematic effort to optimize the utilization of budgetary resources. Secretariat support is provided by the Budget Section;

(i) External Relations Committee. The Committee is chaired by the Deputy Executive Director, External Relations. The Committee is the mechanism by which a larger group of senior staff addresses policy and management issues concerning UNICEF external relations. It meets as required, but no less than quarterly, under the chairmanship of the Deputy Executive Director, External Relations. In addition to the external relations group division directors, the Committee's membership includes the Executive Director, the Deputy Executive Directors for Operations and Programmes, the Director of the Geneva Office (when in New York), the Secretary of the Executive Board, the Directors of Programme Division, the Planning and Coordination Office, the Division of Personnel and the Evaluation and Research Office, plus the Comptroller and the Chief, Programme Communications. The Committee is served by a secretary who is appointed by the Deputy Executive Director, External Relations;

(j) Information Resources Management Advisory Committee. The purpose of the Committee is to provide a policy framework for information resources management activities and to advise the Director of the Office of Information Resources Management, who serves as a secretary and ex officio member, on its policies, priorities and plans. The Committee is chaired by the Deputy Executive Director, Operations, and includes the Directors of the Planning and Coordination Office, the Programme Division, the Division of Information, the Division of Public Affairs and the Office of Internal Audit. The Committee reviews and advises on the following information resources management issues: strategies; short- and long-term plans; proposals to management as to how organizational objectives can be supported; management control systems; work priorities; and levels of applications and service performance. It also resolves organizational issues necessary to enable information resources management work to progress.

Office of the Secretary of the Executive Board

General functions and responsibilities

The Office of the Secretary of the Executive Board is responsible for maintaining effective relationships: (a) between the UNICEF Executive Board and the UNICEF secretariat; and (b) between members and organs of the United Nations system and UNICEF on matters relating to Board policy. In addition, the Office has served as focal point for the ongoing UNICEF history process since 1989 and will continue to do so until the end of 1993, at which time the history process will be transferred to the Evaluation and Research Office.

The responsibilities of the Office are:

(a) To participate in the formulation of policy recommendations by the Executive Director to the Executive Board;

(b) To organize the business of the Executive Board sessions and organizational sessions and prepare for and service these sessions;

(c) To organize the business of meetings of the officers of the Executive Board and prepare for and service the meetings;

(d) To organize, prepare for and service informal consultations between Board members and the secretariat;

(e) To provide editorial and technical services for reports and other documents submitted to, or resulting from, meetings of the Executive Board;

(f) To provide support to officers and members of the Executive Board in their efforts to streamline the work and procedures of the Board;

(g) To organize and arrange, in capitals of Board member countries and in New York, annual in-depth briefings on the policies and work of UNICEF, as well as on issues to be discussed during Board sessions;

(h) To maintain a permanent record of the deliberations and decisions of the Executive Board;

(i) Until the end of 1993, to serve as the secretariat for the UNICEF History Process Task Force, which provides guidance on documenting and preserving the UNICEF experience, and to serve as the focal point for assisting UNICEF field offices and headquarters divisions to implement these policy guidelines.

Office of Internal Audit

General functions and responsibilities

The Office of Internal Audit is responsible for assisting management in the effective performance of its responsibilities. To this end, Internal Auditors review all aspects of the work of UNICEF and furnish management with analyses,

appraisals, recommendations, counsel and information concerning economy, efficiency and effectiveness of policies and procedures, their application and adequacy of controls. They have unrestricted access to all books, records, documents, other information, personnel, physical properties and assets of UNICEF in the performance of their duties. The Internal Auditors may offer advice and review systems with respect to accuracy and controls, efficiency and auditability before implementation and revision.

The Office of Internal Audit is an independent function in UNICEF. The Office is headed by a Director who reports directly to the Executive Director and is assisted by a Deputy Director and professional Internal Auditors. The Internal Auditors are independent of the functions they audit. They are to have an honest belief in their work product and do not subordinate their judgement in audit matters to those of others.

The scope of work of the Office of Internal Audit encompasses the examination and evaluation of the adequacy and effectiveness of the organization's system of internal control and the quality of performance in carrying out assigned responsibilities. The Internal Auditors:

(a) Review the reliability and integrity of financial information and the means used to identify, measure, classify and report such information;

(b) Review the systems established to ensure compliance with those policies, plans, procedures, laws and regulations which could have a significant impact on the operations and reports and should determine whether the organization is in compliance;

(c) Review the means of safeguarding assets and, as appropriate, verify the existence of such assets;

(d) Appraise the efficiency and economy with which resources are employed;

(e) Review operations or programmes to ascertain whether results are consistent with established objectives and goals and whether the operations or programmes are being carried out as planned.